

**To:** Kao, Jessica[Kao.Jessica@epa.gov]  
**Cc:** HERRERA, ANGELES[herrera.angeles@epa.gov]; Harold Ball (Ball.Harold@epa.gov)[Ball.Harold@epa.gov]; Dustin Minor (Minor.Dustin@epa.gov)[Minor.Dustin@epa.gov]; Deborah Jordan[Jordan.Deborah@epa.gov]  
**From:** Manzanilla, Enrique  
**Sent:** Wed 2/1/2017 10:42:36 PM  
**Subject:** FW: R9 transition preps - issue papers  
20170201 R9 Anaconda Transition Issue Paper v.3.docx

Here you go

**From:** Minor, Dustin  
**Sent:** Wednesday, February 1, 2017 2:25 PM  
**To:** Herrera, Angeles <Herrera.Angeles@epa.gov>; Manzanilla, Enrique <Manzanilla.Enrique@epa.gov>  
**Cc:** Ball, Harold <Ball.Harold@epa.gov>  
**Subject:** RE: R9 transition preps - issue papers

I just double checked and the split between ARC/NDEP is actually 92%/8% instead of 91 and 9% so I am reattaching a modified version with this change.

Dustin Minor

Assistant Regional Counsel

(415) 972-3888

**From:** Minor, Dustin  
**Sent:** Wednesday, February 01, 2017 2:19 PM  
**To:** Herrera, Angeles <Herrera.Angeles@epa.gov>; Manzanilla, Enrique <Manzanilla.Enrique@epa.gov>  
**Cc:** Ball, Harold <Ball.Harold@epa.gov>  
**Subject:** RE: R9 transition preps - issue papers

Here are my proposed edits.

Dustin Minor

Assistant Regional Counsel

(415) 972-3888

**From:** Herrera, Angeles

**Sent:** Wednesday, February 01, 2017 12:48 PM

**To:** Manzanilla, Enrique <[Manzanilla.Enrique@epa.gov](mailto:Manzanilla.Enrique@epa.gov)>

**Cc:** Ball, Harold <[Ball.Harold@epa.gov](mailto:Ball.Harold@epa.gov)>; Minor, Dustin <[Minor.Dustin@epa.gov](mailto:Minor.Dustin@epa.gov)>

**Subject:** Fwd: R9 transition preps - issue papers

Here it is....

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Harold Ball, Chief, NV & Federal Facilities Section (S82), EPA Region 9 Superfund, w)  
415.972.3047, c) 415.819.9821, [ball.harold@epa.gov](mailto:ball.harold@epa.gov)

**From:** Kao, Jessica

**Sent:** Tuesday, January 17, 2017 5:14 PM

**To:** Scott, Jeff <[Scott.Jeff@epa.gov](mailto:Scott.Jeff@epa.gov)>; Adams, Elizabeth <[Adams.Elizabeth@epa.gov](mailto:Adams.Elizabeth@epa.gov)>;  
Johnson, Kathleen <[Johnson.Kathleen@epa.gov](mailto:Johnson.Kathleen@epa.gov)>; Torres, Tomas

<[Torres.Tomas@epa.gov](mailto:Torres.Tomas@epa.gov)>; Quast, Sylvia <[Quast.Sylvia@epa.gov](mailto:Quast.Sylvia@epa.gov)>; Zito, Kelly  
<[ZITO.KELLY@EPA.GOV](mailto:ZITO.KELLY@EPA.GOV)>; Manzanilla, Enrique <[Manzanilla.Enrique@epa.gov](mailto:Manzanilla.Enrique@epa.gov)>

**Cc:** Amato, Paul <[Amato.Paul@epa.gov](mailto:Amato.Paul@epa.gov)>; Nazmi, Niloufar <[Nazmi.Niloufar@epa.gov](mailto:Nazmi.Niloufar@epa.gov)>;  
Harris-Bishop, Rusty <[Harris-Bishop.Rusty@epa.gov](mailto:Harris-Bishop.Rusty@epa.gov)>; Barhite, Steven  
<[Barhite.Steven@epa.gov](mailto:Barhite.Steven@epa.gov)>; Keener, Bill <[Keener.Bill@epa.gov](mailto:Keener.Bill@epa.gov)>; Gullatt, Kristin  
<[Gullatt.Kristin@epa.gov](mailto:Gullatt.Kristin@epa.gov)>; TROMBADORE, CLAIRE <[Trombadore.Claire@epa.gov](mailto:Trombadore.Claire@epa.gov)>;  
Lakin, Matt <[Lakin.Matthew@epa.gov](mailto:Lakin.Matthew@epa.gov)>; Lyons, John <[Lyons.John@epa.gov](mailto:Lyons.John@epa.gov)>; Jordan,  
Deborah <[Jordan.Deborah@epa.gov](mailto:Jordan.Deborah@epa.gov)>; Miller, Amy <[Miller.Amy@epa.gov](mailto:Miller.Amy@epa.gov)>

**Subject:** R9 transition preps - issue papers

All,

As mentioned in today's SMT, now that our first rolling 90-day issues calendar is compiled, we would appreciate the following issue papers by COB Wed, February 1:

- Air Division: **Air issues in San Joaquin; Air issues in South Coast**
- Superfund Division: **Anaconda**
- Water Division: **CA UIC/Aquifer Exemption; Bay-Delta\*** (*\*can use the latest version for HQ transition – please contact me on that.*)

Please coordinate with other divisions/ORC as appropriate.

I have re-attached the template for the issue paper and drafting instructions, from which the length/font request and general drafting tips below are excerpted:

**Please keep the paper to two pages or less and use a 12-point font.**

### **General Writing Tips**

**Know Your Audience.** Your audience is the incoming RA. Please assume the new RA has limited knowledge of EPA, especially specific program issues.

**Use Plain Language.** Avoid bureaucratic jargon and acronyms. Simplify complex terms.

**Be Fact-Based and Neutral in Tone.** Provide a well-rounded, objective picture of the issue for the new RA's consideration.

**Less is More - Focus on the Critical Issues.** Do not jam in all details. The paper is to give the new RA a big picture of important R9 issues and a head-start in the first 90 days.

**Remember – the paper is only one source of information and a starting point.** Based on the paper, the new RA may ask for additional information, including in-person briefings.

If you have any questions, please contact me.

Thanks!

Jessica